



REVISTA CIENTÍFICA ACERTTE
ISSN 2763-8928

SPIRITUALITY AND THE WORLD OF ORGANIZATIONS: ANALYSIS OF A RETAIL COMPANY

ESPIRITUALIDADE E O MUNDO DAS ORGANIZAÇÕES: ANÁLISE DE UMA EMPRESA DE VAREJO

ESPIRITUALIDAD Y MUNDO DE LAS ORGANIZACIONES: ANÁLISIS DE UNA EMPRESA DE RETAIL

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e44183

<https://doi.org/10.63026/acertte.v4i4.183>

PUBLICADO:06/2024

ABSTRACT

Spirituality in organizations has been used as a management tool, and such studies show that its practice results, in a way, in benefits in the work environment. For a company to be successful, the example needs to come from the managers, at first, through the practice of the company's mission and vision. Therefore, this study aims to analyze how the concept of Spirituality can be used as a strategic tool in the corporate world. To this end, we chose to present a case study whose company is a world leader in retail, through the analysis of a work that presents basic themes, to overcome the existing barrier between management and spirituality. The data collected showed that companies that, in some way, seek to insert spirituality in the discussion agenda of their management processes do so as a guiding idea for their presence and performance in the market because they understand that what determines the meaning of work is the search for building a better world.

Keywords: Spirituality in organizations. Strategic management. Marketing and retail.

RESUMO

A espiritualidade nas organizações vem sendo utilizada como ferramenta de gestão e tais estudos mostram que a sua prática resulta, de certa forma, em benefícios no ambiente de trabalho. Para que uma empresa tenha êxito o exemplo precisa vir dos gestores, em um primeiro momento, por meio da prática da missão e da visão da empresa. Sendo assim, o objetivo desse estudo é analisar como o conceito de Espiritualidade pode auxiliar como ferramenta estratégica no mundo corporativo. Para tanto, optamos por apresentar um estudo de caso cuja empresa é líder mundial no varejo, por meio da análise de uma obra que apresenta temas básicos, com vistas a superar a barreira existente entre gestão e espiritualidade. Os dados coletados mostraram que as empresas que, de alguma forma, buscam inserir a espiritualidade na pauta de discussão dos seus processos de gestão o fazem como ideário norteador de sua presença e atuação no mercado, pois elas entendem que o que determina o sentido do trabalho é a busca pela construção de um mundo melhor.

Palavras-chave: Espiritualidade nas organizações. Gestão estratégica. Marketing e varejo.

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RESUMEN

La espiritualidad en las organizaciones ha sido utilizada como una herramienta de gestión y tales estudios muestran que su práctica resulta, en cierto modo, en beneficios en el ambiente laboral. Para que una empresa tenga éxito, el ejemplo debe provenir de los directivos, en primer lugar, a través de la práctica de la misión y visión de la empresa. Por lo tanto, el objetivo de este estudio es analizar cómo el concepto de Espiritualidad puede ayudar como herramienta estratégica en el mundo corporativo. Para ello, se optó por presentar un estudio de caso cuya empresa es líder mundial en retail, a través del análisis de una obra que presenta temas básicos, con el fin de superar la barrera existente entre la gestión y la espiritualidad. Los datos recolectados mostraron que las empresas que, de alguna manera, buscan insertar la espiritualidad en la agenda de discusión de sus procesos de gestión lo hacen como idea orientadora para su presencia y desempeño en el mercado, porque entienden que lo que determina el sentido del trabajo es la búsqueda de construir un mundo mejor.

Palabras clave: Espiritualidad en las organizaciones. Gestión estratégica. Marketing y retail.

1 INTRODUCTION

The history of work organization has always intersected with human life, from prehistory, when work was carried out by humans aided by domesticated animals and primitive tools, through the Middle Ages, when slaves performed most work and free artisans assisted by animals and more sophisticated machines, to the present day, with increasingly complex activities involving everyday technologies in large organizations.

De Masi (1999, p. 7) states, "Human progress is nothing more than a long journey of man towards intentional liberation." Therefore, the corporate world has increasingly spared no effort to ensure that its actors, business environment, and involved agents, in terms of processes and the way work is divided, organized, and coordinated, are committed to making the expected results more efficient and effective, as well as ensuring that they feel happy, satisfied, and fulfilled.

The reading of the main book proposed for this work, "Management and Spirituality" by Afonso Murad (2008), presents basic themes aimed at overcoming the existing barrier between management and spirituality. It seeks to open a door for the harmonious development of both capacities and the requirements expected from Christian managers. Specifically, our analysis focused on "Services and Marketing Mix," which introduces management and marketing and presents fundamental concepts, particularly aimed at those unfamiliar with the terms and logic of management science. Additionally, "Spirituality in Management" addresses spiritual initiation, considering the characteristics of spirituality in modernity.

2 METHODOLOGY

Murad's (2008) book proposal led us to the following research problem: How can the concept of Spirituality assist as a strategic tool in the corporate world? Thus, aiming to achieve this work and address our objectives and problems methodologically, we opted for exploratory research, which aims to clarify and alter concepts, answer specific problems, or contribute to further studies and research. Its logic consists of providing a framework to facilitate the deduction process. It



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[...] aims to formulate a problem or questions, develop hypotheses, or increase an investigator's familiarity with a phenomenon or environment for more precise future research. The intention to clarify or modify concepts can also be predominant. Relatively systematic procedures for obtaining empirical observations and/or data analyses may be used. Both qualitative and quantitative descriptions of the phenomenon are often provided, and the investigator typically conceptualizes the interrelationships between the properties of the observed phenomenon. A variety of data collection procedures may be employed in the relatively intensive study of a few behavioral units. Methods employed include, among others, interviews, participant observation, and content analysis. Characteristically, representative sampling procedures are not used. In some studies, manipulation of an independent variable is undertaken to discover its potential effects" (TRIPODI; FELLIN; MEYER, 2011, p. 65) (authors' translation).

Our research is an exploratory approach that, through a case study, seeks to explore qualitative aspects. According to Marconi and Lakatos (2009), qualitative studies are characterized by a large amount of detailed information. We emphasize that data collection was carried out through bibliographic research in books, websites, magazines, and newspapers that addressed the subject.

Therefore, we chose to investigate Walmart, one of the largest modern organizations, which in 2022 ranked first on the NRF's (National Retail Federation) list of the top 100 retailers (VOLPE, 2022). Starting from the hypothesis that Spirituality can assist as a strategic tool in the corporate world, our main objective throughout the research was to present the contribution of Spirituality in the daily life of Walmart as a strategic option for its founder and current managers.

3 RESULTS AND DISCUSSION

According to Kotler & Armstrong (2023), marketing is the act of creating value for the customer and thus generating a competitive advantage for the company or organization that requests the service. According to them, it is definitive that marketing be exercised taking into account the variables of the marketing mix, which are: product, price, communication, and distribution. Therefore, to manage a marketing operation, it is necessary to follow five basic steps: market research; segmentation; target audience definition and positioning; marketing mix; implementation; control; and evaluation.

3.1 The Importance of Services and the Marketing Mix

When we talk about marketing, we need to distinguish between product and service. A product is something tangible, material, and visible, like a physical good, in contrast to a service, which is something fluid and immaterial. The same words are also used in the religious and business fields, but with very different meanings. The word "service" has an ethical-spiritual sense of servitude to those who believe in their gods and sacred figures in a religious scenario. Despite the difference between product and service, there are many situations today in which product and service complement each other; for example, a car is a product, but renting that car with all that implies is a service (NANDA; KHANNA, 2011).



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In the marketing scenario, some specific elements of services are pointed out: intangibility, where the consumer cannot test the service with all senses before consuming it, so those who offer the service must try to minimize its intangibility as much as possible; inseparability occurs when a large part of services is created, made available, and consumed simultaneously, so the creator and seller cannot be separated; heterogeneity (or variability), when services cannot be standardized and inflexible like products because services are subject to important characteristics of who performs them, who consumes them, and how they happen; and perishability, when services cannot be stored like products, thus there is no possibility of recovering any unsold service. Above all, the service provider must choose its market positioning, i.e. who the company's target audience will be, what service the company is prepared to offer, and in what social and cultural environment it wants to operate.

[...] Professor Neil Borden of Harvard Business School identified the various activities that influence the buyer and coined the term marketing mix, indicating that they would be planned in a coordinated manner to achieve maximum impact. At the beginning of the 1960s, Jerome McCarthy proposed the marketing mix with the four Ps: product, price, place, and promotion. Each of them encompasses several activities. Recently, other authors have proposed other Ps. Philip Kotler, the renowned marketing master, added politics and public opinion. (MURAD, 2008, p. 103). (authors' translation)

The four "Ps" (Product, Price, Place, and Promotion) have become a materialization of the organizational strategy aimed at meeting customer desires. Thus, for the consumer of marketing services, the four "Ps" have become the four "Cs," respectively: Customer, Cost, Convenience, and Communication.

Price is the monetary amount charged for a product or service. When consumers purchase a product or service, they pay the price in exchange for its benefits. It is the sole component of the marketing mix that generates revenue and significantly influences a company's market share and profitability. When strategically pricing a product, several considerations come into play: it should be set high enough to ensure profitability for producers and sellers without deterring purchase, yet low enough to attract customers without devaluing the product or compromising profitability.

Once a product is manufactured and priced, it needs to be distributed to sales points in the market. This distribution process, known as Place, plays a pivotal role in the marketing mix. It ensures that consumers have access to the product offering through various links in the distribution chain, involving intermediaries (resellers), transporters, and stores. These entities play a critical role in bridging the gap between the producer and the end consumer.

A Product is anything offered to a market to fulfill a need or desire. Companies go beyond product strategy by branding their offerings with unique signs, symbols, and names that differentiate them from competitors. This approach, known as brand strategy, enhances product recognition and consumer loyalty. Organizations often diversify their product offerings to cater to different market needs through multiple product lines. These may include flagship products, customer-specific solutions, intermediary products, and seasonal items.



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Promotion is used by marketers to develop effective marketing plans that emphasize the value proposition for a specific target market. Marketing management involves the practical application of promotional strategies, which integrate methods such as advertising, personal selling, and sales promotion into a cohesive campaign. These strategies evolve as a product progresses through its lifecycle stages, necessitating strategic adjustments to each promotional method.

The elements of the marketing mix - Price, Place, Product, and Promotion - are interconnected, with decisions in one area impacting actions in another. For instance, the composition of the marketing mix is influenced by whether a company competes primarily on price or emphasizes other factors. When price is the primary competitive strategy, the remaining elements must support an aggressive pricing approach. In contrast, a competition that is not based on price focuses on product quality, sales efficiency, and the effectiveness of advertising.

By studying the marketing mix, we can see that it helps us organize, manage, and evaluate various dimensions of companies and service providers, thus helping to realize customer ideas, plans, and desires.

3.2 The Importance of Spirituality in Management

The Spirituality expression is widely used, but its meaning is unclear to most people. According to Parrella (2004, p. 57), before the Second Vatican Council in the 1960s, the term spirituality was predominantly associated with the Catholic tradition. During the Reformation era, it was absent from Protestant writings, with many preferring the term piety; some, like John Wesley, favored perfection to convey a life guided by the Spirit's reverence and love for God. In French Catholicism, spirituality developed in contrast to "piety," which was associated with a questionable enthusiasm for certain spiritual practices and heretical tendencies.

The term spirituality entered the English language in the 1920s and has since transcended Catholic boundaries to describe a holistic approach to a fulfilling human life. Originally rooted in the Catholic concept of God's mystical movement within the soul, it now encompasses all aspects of life - faith, body, physical, psychological, social, and political dimensions. Today, spirituality is studied across religious traditions, historical periods, and philosophical schools. As John Macquarrie noted, it fundamentally involves "becoming a person in its truest sense" while Ewert Cousins described the spiritual center as where individuals open themselves to the transcendental dimension and experience ultimate reality.

According to Murad (2007), at first glance, Management and Spirituality seem to belong to distant realms with incompatible logics. The world of management operates from the perspective of efficiency, constant results with the market and customer, competition, innovation, negotiation, speed in assimilating changes, and anticipating the future. If someone were to make a list of fundamental marketing concepts in the world of organizations, they would write: need, desire, demand, product, value, satisfaction, quality, exchange, transaction, relationship, and market. On the other hand, many



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people associate "spirituality" with "devotional practices". From an institutional point of view, a Catholic organization would seem more spiritual due to the number of external signs, such as crucifixes in rooms and statues of Mary in strategic locations.

Spiritualities depend on different religious traditions, although there are also similarities between them. They all have an external and an internal dimension. On the one hand, mystical experience and, on the other hand, daily experience of religion. According to Murad (2008, p. 125), the most common features of spiritualities, considering the wisdom of the great religions of humanity and the sensitivity of men and women today, are these:

1. Assuming a life posture of "Doing Good" in all their relationships;
 2. Seeking an integrative meaning for personal, collective, and cosmic existence;
 3. Learning from the spiritual path of various religions, valuing their symbols and rites;
 4. Overcoming the excesses of historical religions;
 5. Promoting a culture of peace, developing tolerance and respect for diversities in all their forms;
 6. Promoting the culture of peace;
 7. Cultivating care for the ecosystem;
 8. Adhering to a healthy lifestyle;
 9. Making a path of spiritual evolution.
- (authors' translation)

In contemporary society, some people profess faith and experience a specific religious tradition but do not consider themselves formal members of a religion. From an individual standpoint, Christian spirituality represents the personal embodiment of following Jesus; it is the lived faith that inspires actions and nurtures convictions. From a faith perspective, spirituality is like the sap that circulates within a tree. Thus, spirituality becomes significant as individuals and institutions move beyond the culture of appearance and externality. To keep alive the flame of "first love" for Jesus and his cause, cultivating spirituality is essential for managers.

The spirituality daily practice helps managers escape this harmful cycle, keeping them grounded in God and connected with themselves. According to Jesus's teachings, two actions are intertwined: Watchfulness and Prayer. Contemporary Christian mysticism primarily involves reading the Bible. It entails more than mere reflection; it requires attentive listening that engages the mind, heart, and imagination. Cultivating inner depth also means continually purifying motivations, and guarding against vanity, anger, and competitiveness, among other influences.

According to Murad (2008), investing in quality of life is important. Certain attitudes are fundamental for personal fidelity, professional performance, and spiritual growth. They may be motivated by different goals, and results become evident over time. One of the great contributions of spirituality to management, from an institutional perspective, is the experience of faith lived under a unifying perspective, which leads the organization to value its employees, create spaces for self-care, and ensure a demanding yet humanizing pace.



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Most contemporary companies overlook spirituality, but some uphold these values and principles, particularly emphasizing religious virtues. Here, the focus lies not on achieving perfection, but on delivering excellence in the execution of work and tasks. A key point of these organizations is that ethical practice is exercised with employees, clients, and suppliers through a policy of valorization, which is only good when focused on the well-being of people. Thus, for example, employees are well treated and work in good working conditions, with everything revolving around their well-being. These actions generate much profit, not only financially but also in terms of people's performance, as it is possible to bring out the best they can do by providing infrastructure and treating them better.

Considering the issue of better conditions, we can also talk about the posture towards customers, which has to be the best possible, always making them feel comfortable and available. Other important points to be considered are honest treatment, always telling the truth, and presenting fair prices. Finally, along with suppliers, customers are the most important people for organizations considering external factors. We cannot also fail to highlight the importance of sustainability in companies, which is nothing more than thinking about the future and future generations and doing the best under the best possible conditions. Also, it's about thinking about others, inside and outside organizations.

In conclusion, this phenomenon of an experience of spirituality free from the dominance of religious institutions, yet allowing the relationship with the sacred and the transcendent to invade the corporate environment, reveals that people are seeking greater meaning in their work. Consequently, some values, not strictly those of the market, become part of institutional culture, such as respect for the weaker, forgiveness, inclusion, and fraternity. When cultivating an enchanted view of life, people work more lightly.

3.3 Walmart: Management and Spirituality

It can be considered that the concept of Spirituality in the corporate world is used in solidarity with religious practice for human promotion in the labor market and society. It is a very current and extremely relevant theme, once the sacred dimension of work and corporations is gaining awareness from people all over the world.

In the United States, for example, companies like Walmart have at their disposal some strategic services for their employees, such as a 24-hour chaplain for the religious care of their employees; for the realization of hospital visits; for the realization and accompaniment in funeral ceremonies; legalization of marriages; prevention of stress and nervous syndromes; psychological counseling and spiritual support for potential suicides, for example; among many other possibilities of action.

For this reason, this was the chosen cut for the research, since we understand that the entire history of the Walmart company confirms our hypothesis, namely, that Spirituality can assist as a strategic tool in the corporate world.



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3.3.1 The Journey of Walmart

Samuel Moore Walton, born on March 29, 1918, in Kingfisher, Oklahoma, USA, founded the world's largest retail chain. He earned a degree in Economics in 1940. Alongside his brother and business partner, James Walton, Samuel opened their first store, a Ben Franklin franchise, in Newport in 1945. Despite initial struggles and losses, they successfully transformed it into one of the flagship stores within the Ben Franklin network in Arkansas. In 1951, Walton and his wife began managing a small variety and low-volume store, the WALTON'S 5 & 10 (WALTON, 2020). He passed away on April 5, 1992, at the age of 74, in Little Rock, Arkansas.

Between 1951 and 1962, Sam Walton explored various other business ventures, including competing chains like K-Mart. K-Mart's business concept was straightforward: low-priced goods with quality and a focus on self-service. These observations led him to consider a new retail concept: Discount Stores. In 1962, at the age of 44, in Rogers, Arkansas, Samuel Walton began writing the history of Walmart, now considered the world's largest retail chain. Motivated by the idea that great businesses were built on low prices combined with excellent service, something his competitors didn't believe in, he opened the first Walmart store.

Regarding his personal and religious life, Samuel Walton was born and raised in a Methodist family, but after marrying Helen Walton in 1943, he became Presbyterian, even teaching Sunday School at church. Literature records that Samuel was a man of simple habits, always washing his dishes after meals, and his philosophy for Walmart was that there is no low price in the store without cost to the company; hence, every penny must be saved (WALTON, 2020).

By 1967, the company had expanded to 24 stores throughout Arkansas and achieved sales exceeding \$12.6 million. The following year, in 1968, Walmart ventured beyond its home state, opening its first stores in other states across the U.S. By the late 1970s, the chain had grown to 280 stores spanning 11 states. In 1983, Walmart introduced its inaugural Sam's Club, a membership-based retail warehouse club, marking a significant expansion of its market presence. In 1991, Walmart made its international debut by opening its first overseas store in Mexico under the Sam's Club banner.

Walmart arrived in Brazil in 1995 with its first unit, Sam's Club, in São Caetano do Sul. In its first three years in the country, it expanded operations across Greater São Paulo and the São Paulo countryside. By the end of the last century, it had expanded its market to regions like Paraná, Minas Gerais, and Rio de Janeiro. The first distribution center in Brazil was established in 2001 in Greater São Paulo. That same year, the Todo Dia brand was launched in São Paulo. It reached the Northeast in 2004 by the acquisition of the traditional Bompreço chain. New brands joined Walmart Brasil through the acquisition of Sonae Distribuição in 2005: BIG, Mercadorama, Nacional, and Maxxi Atacado. This expansion included Santa Catarina and Rio Grande do Sul. Also, in 2005, Walmart started operating stores in the Federal District, Goiás, and Espírito Santo. The Walmart Institute, a non-profit organization responsible for strategic guidance, managing Private Social Investment, and supporting the Corporate



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Social Responsibility practices of the company were launched in the same year. In 2008, the first store in Mato Grosso do Sul was inaugurated. Furthermore, Walmart expanded its presence across Brazil with the launch of the Walmart.com virtual store. In 2011, all stores in the network started operating under the Everyday Low-Price strategy. In 2015, it celebrated 20 years in the country.

Before its sale to the Carrefour Group in 2021, Walmart Brazil was controlled by the Advent Investment Fund, which acquired 80% of the company in 2018. The remaining 20% remained with the American multinational Walmart Inc., known for its supermarket chain of the same name.

From its modest origins with a single discount store and a simple mission of delivering greater value for less, Walmart has grown over the past half-century into the largest retailer globally. Today, approximately 260 million customers visit its network of over 11,000 stores spanning 24 countries, and engage with its e-commerce platforms in 11 countries each week. Anticipating net revenues exceeding \$482 billion, Walmart employs 1.6 million associates worldwide. This underscores its unwavering commitment to creating opportunities and delivering substantial value to customers and communities worldwide.

3.4 Spirituality as a Strategic Management Tool

Spirituality in the workplace cannot be associated with or confused with religious practice in the workplace. Nevertheless, this thinking often finds expression through a set of symbols, rituals, and norms embedded in the daily life of organizations. Indeed, the corporate world uses religious aspects to imbue meaning into its rituals and beliefs.

Samuel Walton consistently showed a propensity to value aspects of human spirituality whenever these aspects contributed to enhancing worker performance through compassionate practices and human promotion and, consequently, to the expansion of his business. On the other hand, he also understood that such experiences, with religious characteristics, contributed to fostering in his employees a loyalty and dedication that could even be characterized as devotion. This perception of using such practices as a strategic tool in building and consolidating the company defined the entire history of Walmart.

Walton, addressing over 100,000 Walmart employees via satellite, affirmed with the following words:

Now, I want you to raise your right hand and remember what we say at Walmart: a promise made is a promise kept. And repeat after me: From today on, I promise and solemnly declare that whenever a customer is within three meters of me, I will smile, look them in the eye, and greet them. So, help me, Sam." (COLLINS & PORRAS, 2005, p. 172).

This perspective of Walton leads us to a Durkheimian definition of the church, namely, "a society whose members are united by representing themselves in the same way [...] and by translating this common representation into identical practices" (DURKHEIM, 2003, p. 28). This magic in the world of



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organizations contribute to building the relationship between the manager and their faithful collaborators, as various aspects of spirituality manifest in each person, regardless of any formal religious affiliation.

From the Judeo-Christian perspective, work itself is not evil. Therefore, Walton's Protestant upbringing and view on the issue of work allowed him to see it positively, believing that work is how humans cooperate with God to bring order out of chaos, actively participating in God's creative force. This idea is well presented in Max Weber's work, "The Protestant Ethic and the Spirit of Capitalism", considered by many as the seminal work of the twentieth century.

Thus, we present Walmart's Mission, Vision, and Values:

- Mission: To offer affordable prices, so everyone can enjoy a better quality of life.
- Vision: To be Brazil's premier retailer, cherished by both consumers and employees alike.
- Values: We value respect for every individual—whether employee, customer, supplier, or community member—regardless of ethnicity, gender, or sexual orientation. We are committed to outstanding customer service, consistently exceeding consumer expectations. We strive for excellence through continuous innovation in our product and service offerings.

While these corporate principles have evolved with the times, Walton's leadership always emphasized that success in the competitive business world hinges on creativity and innovation - essentially, the innate power within people. The quest for meaning is not solely based on success but primarily on the significance of achievements. To combat fatigue and competitive pressure, trauma from mass layoffs, accounting scandals revealing ethical lapses, workplace violence, competition, and injustice, people turn to more sublime aspects - they turn to God.

The Walmart company emerges amidst a historical process contributing to the construction of an organizational environment that assimilates the phenomenon of spirituality in the corporate world. This begins with overcoming the Taylorism and Fordism models of production, where people were neglected, relegated to the background, and viewed merely as production resources. The need to value human resources in organizations breaks with the old paradigm and impacts by different forms of leadership, bringing into companies the possibility of promoting prosperity and happiness for both employers and employees.

Throughout its decades of existence, strategically imprinting and refining these principles in its daily operations, Walmart has become a place of opportunities where one can advance through work and talent. Current managers understand that they contribute to helping their employees build a better life for themselves and their families. They assert that they offer competitive compensation, health care, and benefits, as well as bonus opportunities, merchandise discounts, and, above all, ongoing opportunities for professional growth.

Another important point to highlight is that Global Ethics is responsible for promoting Walmart's culture of integrity. This includes developing and implementing policies focused on ethical behavior for



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all stakeholders wherever the company operates, as well as awareness-raising actions for ethics policies, namely: serving as a guide and resource for ethical decision-making; providing a confidential and anonymous communication system; and developing a system of continuous ethical education and communication (JIANG, 2018).

Through its Ethical Education Program Walmart instills integrity as a core value within its internal community. This initiative involves implementing a globally standardized ethical education framework for associates and integrating ethical principles into existing functional training programs. One notable aspect of this commitment is the Integrity in Action Award, which recognizes associates who consistently demonstrate integrity in their behaviors and communication, serving as role models for their colleagues in upholding ethical standards. By showcasing these stories, the program actively nurtures and perpetuates Walmart's culture of integrity, which plays a crucial role in sustaining its continued success.

It is worth noting that, in the United States, the company plays a significant role in promoting environmental sustainability as the largest generator of green energy. Notably, in Brazil, through the Walmart Institute, the company concentrated and organized Walmart Brasil's main social investment actions, implementing projects aimed at strengthening the company's relationship with the community.

4 CONSIDERATIONS

Although it is possible to merge the world of spirituality with the world of business management, and despite the growing interest and engagement of some professionals in this management perspective, this reality is still in its infancy in the world of organizations, as it remains reserved for a few individuals and organizations worldwide.

After reading Murad (2008) and other bibliographic references throughout the research, we aimed to highlight the relevance of this discussion to achieve the main objective of the research, which was to present the contribution of Spirituality in the daily life of Walmart as a strategic option for its founder and current managers.

For this reason, we understand the importance of the humanizing and ethical proposals implemented in the workplace environment of Walmart, which leads us to understand the practice of spirituality in service to human beings. Firstly, because the corporate environment is conducive to human formation, and, spirituality employs principles of solidarity and dignity, and even contributes to the construction of the individual's being, akin to learning life in a community (an analogy to communion). Secondly, this environment fosters the pursuit of genuine meaning in life, leading to accomplishments that enhance the integration of professional and personal lives.

Although this remains a scenario in the construction phase of a conceptual formation process, the movement of spirituality and management has already embraced more realistic and genuine practices. It is a fact that often "in practice, the theory is different", but companies that in some way seek to incorporate spirituality into the agenda of their management processes do so as a guiding ideal of



REVISTA CIENTÍFICA ACERTTE ISSN 2763-8928

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their presence and role in the market. They understand that what determines the meaning of work is the pursuit of building a new world.

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